



Institutional Assessment of Kuendondoya Woman's Association

September 2004

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Sierra Leone
47 Wellington Street
Freetown - Sierra Leone
Tel: (232) 22-227-7241 Cell: (232) 76-601-491
e mail: dipam@sierratel.sl
www.peacediamonds.org



U.S.A.
600 Water St., SW
Washington, D.C.
(202) 484-7170
e mail: mfanning@msi-inc.com
www.msiworldwide.com

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Institutional Assessment of the Kuendondoya Woman's Association (KWA)

Introduction

Kuendondoya Woman's Association (KWA) is a community-based organization (CBO) dedicated to agricultural & rural development and skills training for women in Kono District. It is also an important member of the Peace Diamond Alliance. At the broadest level, the purpose of the Peace Diamond Alliance is to convert the diamond resource from a source of war and desperation to a foundation for peace and prosperity. This will be accomplished by demonstrating – in Kono and Tongo Fields – that an alluvial diamond industry can “work.” That it can:

- ◆ Have a transparent, fair, and safe local market;
- ◆ Maximize benefits to local miners, diggers, and their communities;
- ◆ Track diamonds from earth to export;
- ◆ Minimize corruption; and
- ◆ Mobilize local surveillance and mines monitoring.

More information can be found at www.peacediamonds.org.

As part of Management Systems International's (MSI) www.msiworldwide.com overall diamond reform program, and in support to the Peace Diamond Alliance, it has offered to help KWA develop a self-directed institutional development program so that it will be a more effective member of the Alliance. Funding for this workshop is from the United States Agency for International Development (USAID), via Cooperative Agreement number 636-A-00-03-00003.

The first step, an organizational self-assessment, was completed 16th and 17th September, in Koidu. The process was guided by use of the Institutional Development Toolkit, which provides a methodology to help an organization assess its own institutional strengths and weaknesses.¹ Participants collectively assess an organization's Vision/Oversight as well as its Management Resources, Human Resources, Financial Resources, and External Resources. Based on the results, and on agreement on areas of priority for attention by the organization, participants also decide which areas within the organization will be targeted in an institutional strengthening plan and develop an organizational improvement plan. The scoring can serve as a baseline against which the success of future institutional strengthening efforts can be measured in subsequent time intervals.

In addition to serving as a measurement tool, the Institutional Development Toolkit is intended as a way to encourage organizations to think consciously about their institutional capacity and to work constantly to improve it. KWA is a relatively young organization with dedicated members, but with no ongoing funding, no paid staff, and few physical resources beyond. Considering how to improve itself was a novel concept to KWA, which has been too busy with trying to advocate for change, to consider adequately its own self improvement. Accordingly, the guidance in accepted approaches to institutional strengthening incorporated into the Toolkit was new to KWA members, who had little prior experience in organizational management. They were, however, keen to learn more about the approaches embodied in the Toolkit and are committed to implementing the actions arising from the exercise.

¹ More information about the approach can be found in “An Integrated TOOLKIT for Institutional Development”, Public Administration And Development, Vol. 16, 469-483 (1996). The article can be accessed through the institutional strengthening section of www.msiworldwide.com.

The Process

KWA members participating in the organization are listed in *Appendix A*. Kate Blacklock, of MSI, facilitated the workshop.

Day One (16th September 2004) began formal commitments to work towards KWA's institutional strengthening. Kate Blacklock introduced the tool, explained how it worked, and how it could help KWA strengthen itself in order to achieve results. A lively discussion helped participants gain a sharper understanding of the tool and of the process that lay ahead. Participants then divided into four groups to address different aspects of the Toolkit, gauging the status of KWA along the different organizational measurement criteria. They used the basic Institutional Development Framework (IDF) to determine where they were along the improvement continuum. In so doing, they modified the basic IDF in several respects. The final version of the IDF is presented as *Appendix B*. A plenary session then enabled the group to reach consensus on the various components of institutional strengthening criteria and to document the rationale behind their decisions where they thought that would be necessary. The scoring and rationale is recorded in the Institutional Development Calculation Sheet (ICDS, presented in *Appendix D*.)

Day Two (17th September 2004) priorities were set for improvement, and strategies were developed for improving the areas identified as being of highest priority.

A Portrait of KWA's Institutional Capacity as of September 2004

Below, is a graphic representation of the institutional capacity of KWA, as of September 2004, as determined by KWA, with the help of the facilitator. Referred to as the Institutional Development Profile (IDP), it:

- ◆ Provides a graphic representation to KWA members of the organization's strengths and weaknesses; and
- ◆ Provides a visual reminder of priorities for improvement.
- ◆ Indicates targeted improvement for the upcoming period ("suns" at the end of targeted rows.)

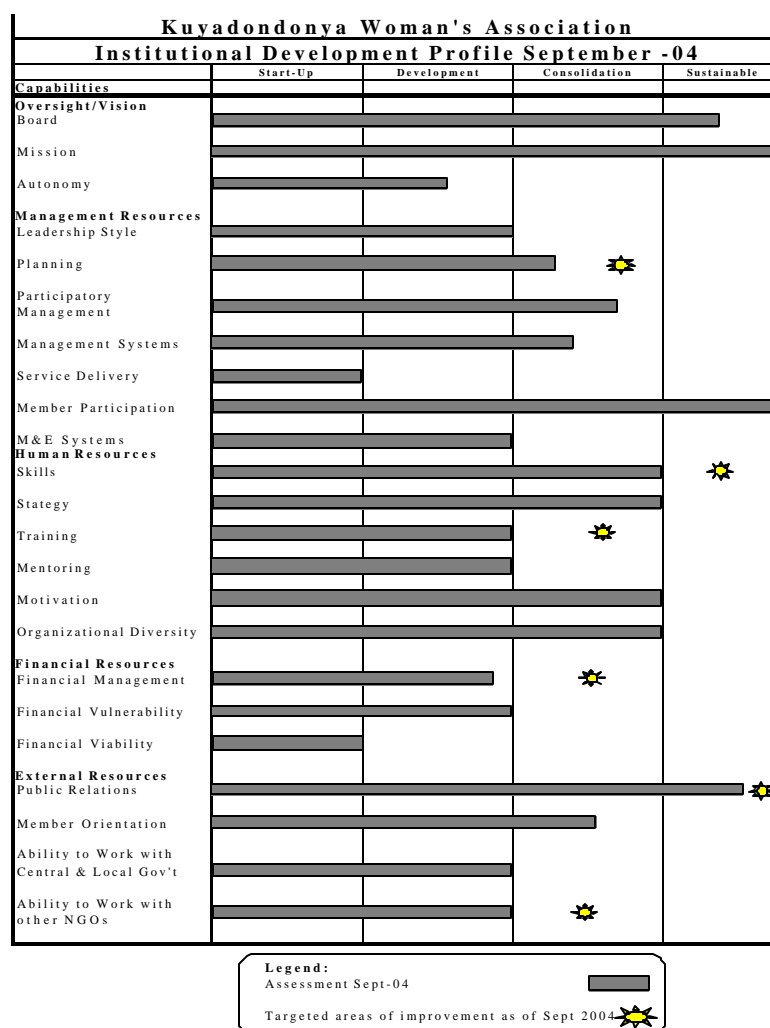
The IDP presents summary scores for various aspects of institutional development (the rows in the figure above), sorted by "Resource". The further a bar goes the right, the "higher" the organization scored. That is, the further along the continuum from a "start-up" to a "sustainable" organization KWA is judged to be for a particular institutional aspect. Analysing the IDP reveals the following;

Oversight/Vision; the board and mission components of this resource area are comparatively strong, however in the absence of any significant source of donor funding the autonomy of the organisation is seriously hindered, which accounts for the autonomy bar being in the developing stage along the continuum.

Management of Resources; The various components are predominantly in the development stage but member participation is at the top end of sustainable, indicating an organisation that is strong on member participation in all aspects of the running and orientation of the organisation but as yet has not got systematic procedures in place.

Human Resources; A cursory glance reveals that the human resource capacity of the organisation is believed to be comparatively strong with skills, strategy, motivation and organisational diversity extending beyond the development stage, and training and mentoring in the

consolidating/expanding stage. However the facilitator believes that this is an overestimation of the organisations capabilities. Nevertheless the results indicate that human resources are valued but management of human resources is done in an informal manner and professional development does not form a part of the current development of the organization.



Financial Resources; This resource area is the weakest of the resource areas. Basic financial procedures are established but with a lack of sufficient incoming funds and no future funds secured from external sources, the organisation has little experience of putting the system into practice.

External Resources; The organisation views itself comparatively strong with public relations and member orientation extending into the sustainable stage. The results suggest that the organisation is strong on advocacy but lacks experience of collaborating formally and informally on common causes with partners such as local and national government and with NGOs.

This picture, with the accompanying ICDS (*Appendix D*), forms the baseline against which future institutional development will be measured. It would be advisable for KWA to consider re-applying the Toolkit in six months and a year to gauge the success of the institutional strengthening efforts.

Priorities for Improvement for the Next Six Months

After much discussion, KWA settled on the following areas for intensive attention during the next six-month to one -year time period:

- ◆ *Creation of an operational task force to develop long term plans.* It was unanimously agreed that improved planning in the future had to form an integral part of KWA's management of resources. Planning in the past has been ad hoc with little or no strategy. Strategic plans (short, medium and long term) that have monitoring and evaluation devices will give the necessary momentum to KWA for it to proactively gain public and donor recognition. Strong membership participation is a great attribute of KWA, this has to be maintained and incorporated in to the planning and where necessary strengthened as the organisation's networks are spread across the district.
- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting, computing and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that KWA staffs are highly motivated and willing to devote their time to the cause of the organization. However, the actual capability of the staff to perform their duties competently is being stymied by lack of training/coaching/mentoring.
- ◆ *Improving Financial Management* KWA is a purely volunteer organization. It has no funds at the moment and has never had any ongoing funding, except to pay for the costs of extremely short-term activities. They are in a "Catch 22": they can not be effective without funding, but they cannot obtain funding if they do not have adequate financial management systems, and they lack funding to develop such systems.
- ◆ *Establish and maintain strong public relations so as to foster a broader public awareness in support of KWA's mission.* The public relations capacity of KWA needs to be maintained and existing resources need to be capitalised upon and used effectively in a strategic public relations exercise to help KWA gain more public recognition in Kono district, nationwide and amongst the donor community.
- ◆ *Infrastructure Development.* KWA is in the process of building an office and a skills centre in Koidu Town, funded by membership contributions. The rehabilitation of the building is in its early stages and shortage of funds is delaying progress. Added to which KWA has virtually no physical assets thus, it will need office equipment, furniture, access to transportation, and other materials to be effective.

While this is an extremely ambitious plan, KWA felt all steps were essential and within their ability to carryout.

Next Steps

KWA will now take this information and develop a concrete improvement strategy, complete with work plan, with facilitation support from MSI. Early discussions on the types of assistance indicated the following would be of assistance:

- ◆ Procurement of goods required for infrastructure;
- ◆ More formal training in core skills; accounting, management, fund raising and computer skills.
- ◆ To develop a concrete improvement strategy – complete with work plan – with facilitation support from MSI.

Conclusion

The KWA team made excellent progress during this time. Although the task was challenging, since it was something brand new, they felt it was well worth the effort. The entire Alliance is very fortunate that USAID has secured funds to pay for the improvement plan adopted in the workshop as it will both reinforce the training and provide an opportunity for KWA to amplify its impact.

While the workshop may be termed a “success” in obtaining a baseline for measuring the current status of KWA’s institutional development and for introducing the team to many aspects of institutional development, the facilitator did not think that all participants uniformly grasped all the concepts contained in the Toolkit. As a result some of the results arrived at were considered to be an overestimation of the organisation’s capabilities. This is natural. It is necessary to have some hands-on experience with things such as work plans, budgets, Boards of Directors, and the like, before such technical matters make sense. We are confident, however, that it will be much clearer to the team when the Toolkit is used in subsequent sessions.

Congratulations to the entire KWA team!

Appendix A: KWA Participants in KWA Institutional Assessment Exercise

Thursday 16th September

Yie Dowoda
Femusa Nyama Saquee
Mattu Yesseh
Kumba Fillie
Kenneth S. Mbayoh
Hawa Kabba
Jeneba Kabba
Komba Kamara
Doris Williams
Sia Takawo
Musa Mbawa
Sia Momoh
Edmond S. Sandy
Christiana Fillie
Sia Sunsama
Kai S. Yongai
Finda S. Yongai
Kumba William
Finda Lamin
Sahr D. Momoh

Friday 17th September

Kumba William
Sahr D. Momoh
Kai S. Yongai
Finda S. Yongai
Femusa Nyama Saquee
Sia Takawo
Kenneth S. Mbayoh
Isatu Aruna
Mattu Yesseh
Hawa Kabba
Sia Momoh
Yie Dawoda
Christina Fillie
Edward S. Sandy
Sia Sonsiama
Jenneba Kabba
Finda Lamin
Kumba Fillie
Dorise William
Musu Mbawa

Appendix B : Institutional Development Framework

Kueyenodonya Woman's Association Institutional Development Framework (September 2004)

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
OVERSIGHT/VISION					
<i>Aspect</i> Board	<i>Component</i> Board's Role	Roles of Board members and the relationship of Board members to the President are unclear.	Board members understand their role and how to relate to President.	Board members assist organization through access to key people and to other organizations.	Board members provide policy direction for action and overall programming.
	Active Board	Board is formally constituted, but not yet active partner.	Board becoming active partner. Contributes and pursues resources.	Board provides some leadership and committees formed, but only some active members.	Significant funds raised by Board and many members of Board play active role.
	Advancing Organization	Board selected based on initial enthusiasm of founding of organization, not necessarily on its long-term development.	Board members' skills do not match with growing needs of organization.	Board's skills match needs of the developing organization.	Board members are catalyst for long-term development of organization.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Mission		No Mission Statement. Group coalesces around general objectives, such as a commitment to development, or justice.	Mission Statement exists, but is not focused. Diverse portfolio of projects and proposals is not consistent with Mission Statement.	Mission Statement is clear and is generally consistent with portfolio. However, staff are not uniformly capable of articulating the Mission Statement and people outside organization may not identify it with the organization.	Clear Mission Statement. It can be articulated by Board and staff and is consistent with portfolio. Outsiders identify the same mission with the organization.
Autonomy		The organization is able to successfully advocate, on behalf of its members, to government, donor, and private sectors. MOCKY is able to implement short-term projects.	Organization is able to respond to one long-term donor and the organization's Board, while still successfully advocating, on behalf of its membership, to government, donor, and private sectors	Organization is able to respond to two long-term donors and the organization's Board, while still successfully advocating, on behalf of its membership, to government, donor, and private sectors	Organization is able to respond to two long-term donors while still successfully advocating, on behalf of its members, to government, donors, and private sector.
MANAGEMENT RESOURCES					
<u>Aspect</u> Leadership Style	<u>Component</u> Board	All leadership emanates from core founder(s).	Leadership comes from core founder (s) and one or two Board members.	Vision increasingly comes from Board as Board members improve involvement.	All Board members contribute to leadership and development of the organization.
	Staff	Staff provide technical input only. Decisions taken by core founder(s).	One or two staff provide organizational impetus, in addition to President.	Staff increasingly provide vital drive to organization.	Organization would survive without current President or Board Members.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Planning	Mission/ Overview	Planning is predominately ad hoc and incremental.	Annual plans are developed and reviewed during course of year. Often not integrated into longer-term strategic plan.	Planning is expanded and more forward oriented, long term/strategic in nature and structured around Mission.	Based on Mission Statement, strategic plan development and annual plans continue as operative instruments with regular review of long term plans.
	Participation	Planning is top-down in orientation, President, and Board driven.	The participation of staff in planning is widened with contributions to decision making.	Members provide information for planning but beneficiaries excluded from decision making.	Constituents and staff contribute to planning <u>decisions</u> along with President /Board.
	Resource Implications	Objectives set without assessment of resource requirements, nor consideration of important external factors.	Accomplishment of objectives tied to resources, but important external factors still overlooked.	Plans are based on resources, and consideration of important external factors. But, organization does not review plan during implementation.	Annual and strategic plans are comprehensive and specific enough to permit accurate resource allocation, and flexible enough to be modified as warranted.
	Work Plan as Tool	Organization does not produce workplans.	Workplans are drafted, but seldom used by management and operations staff	Workplans are used by management and operations staff, but not viewed as dynamic instruments to be modified, as warranted.	Workplans are viewed by management and operations staff as useful tools and are modified as required.
Participatory Management	Appropriate Delegation	Decisions handed down to organization from President and Chairperson with little or no feedback.	Most management decisions taken by President and Board. Some input from one or two staff members.	Management decisions increasingly delegated to project managers.	Management decisions delegated to appropriate level of the organization.
	Transparent Decision-Making	Decisions handed down to organization from President without clear decision criteria and little or no feedback.	Management decision criteria used by President generally shared with Board, but other staff not included in process.	Decision-making is increasingly operationalized to become transparent to staff; some staff participation in actual decisions.	Transparent decision-making process; full staff participation in relevant decisions.
	Staff Participation	Staff roles and responsibilities unclear and changeable.	Staff roles better understood, but fragmented.	Staff understand role in organization more clearly and how to participate in management.	Staff increasingly able to shape the way in which they participate in management.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Participatory Management	Communication Flow	Communications among staff mostly through informal channels.	Emergence of formal channels for dialogue and decision making (such as staff meetings).	Communications are open and among different levels of hierarchy. Formal and informal channels established and utilized.	Organization periodically reviews communication flow to ensure free flow of information through both formal and informal channels.
Management Systems	Personnel Systems	No formal personnel systems (job descriptions, recruitment and hiring procedures, etc.) exist.	Some, but not all necessary, personnel systems exist. Informal employment practices persist.	Virtually all necessary personnel systems are institutionalized. Occasionally informal mechanisms are used.	Formal personnel systems are institutionalized, understood by employees and redress can be pursued.
	File Systems	No formal file system exists.	Files are maintained, but are not comprehensive or systematic.	Files are systematic, and accessible, but significant gaps remain.	Files are comprehensive, systematic and accessible.
	Administrative Procedures	Few administrative procedures formalized, or, if formalized, not followed.	Administrative procedures increasingly formalized and followed but no operating manual exists.	Administrative manual in place, although not up to date or considered the arbiter of procedures.	Administrative manual updated, as needed. Considered the arbiter of procedures.
Service Delivery		Service delivery to members is determined by organization, often responding to the specifications of donors.	Type, quantity and quality of services delivered to members are at the initiative of the organization. However, little monitoring of service quality is undertaken. Member input into product design or quality review is <i>ad hoc</i> , if at all.	Organization makes consistent effort to obtain member input into determining the appropriate type, quantity and quality of services. Members' attitudes and perceptions are accessed, at least on an annual basis, to provide feedback into how to improve services.	Organization is committed to ongoing process of continuous quality improvement of services provided to members. Services are tailored in response to articulated member preferences and quality is continually monitored through customer feedback. Service delivery improvements are made based on this data.
Constituency Participation		Organization involves its members only as recipients of the organization's program.	Organization draws on its members' leaders for advice and mobilization of its members.	Organization draws on its members' leaders in planning, implementation and evaluation events.	Members participate fully in planning, implementation, and evaluation. Members contributing cash, material, labour, and management to create and maintain project results.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Monitoring and Evaluation	Integration into Decision Making	No formal evaluation mechanisms exist. Word of mouth and "gut" feelings are used.	Occasional evaluations are undertaken, usually at request of donor and implemented by outsiders.	Evaluation are initiated by staff; staff increasingly involved in their execution; some management decisions are taken based on data; monitoring and evaluation still isolated management function	Ongoing monitoring and evaluation system functioning and data analysis are integrated into decision- making.
	Member Feedback	No feedback from members.	Informal channels for member feedback.	Formal mechanisms exist for member feedback but only via surveys and evaluations. Women and marginalized groups not included.	Continuous feedback and input from members where women and marginalized groups are clearly involved.
HUMAN RESOURCES					
Skills		Too few people are filling too broad a range of professional skills.	Specialists are brought on (or contracted) for core skills areas, such as accounting and fundraising. Some gaps remain.	All core skills areas are covered with staff and external experts.	All skills areas are covered and staff/external experts are recognized for excellence and provide expertise and assistance to outside organizations.
Strategy		Human resource development is <i>ad hoc</i> and based on emerging opportunities.	General direction provided for staff development, but it is short-term and project based.	Staff development is based on needs assessment and an action plan exists. The plan is consistent with organizational mission.	Professional development is considered part of overall development of organization. It is supported by individual career development plans.
Training		Little, or no, training provided.	Training is significant, but is <i>ad hoc</i> in nature.	Training is generally consistent with plan, but is still not fully systematic or sufficient.	Actual training meets or exceeds specifications of individual career development plans.
Mentoring		Little or no coaching or counselling, provided.	Some coaching and counselling, provided.	Staff receive adequate teaching, counselling coaching, and mentoring, but mutual staff development still not integrated into organization.	Internal professional support considered important part of each staff person's job.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Motivation		Little or no recognition of employee performance. Staff “burn-out” is common.	Performance recognized informally, but no formal mechanisms exists.	Formal performance appraisal system established	Employees participate in objective setting and know what is expected of them.
Organizational Diversity		Organization has little consciousness of importance of, or interest in, diversity	Consciousness and interest increased, but still no policy regarding diversity	Organization expresses commitment to diversifying staff via formal policy	Active recruitment from traditionally disadvantaged groups for board and staff
FINANCIAL RESOURCES					
Aspects Financial Management	<u>Component</u>				
	Planning	Budgets are set unrealistically. Budgets are developed incrementally on a project-by-project basis, usually only for donor funding.	Budgets are maintained on project-by project basis, but are not used as instrument for organizational decision making. Awareness of overall annual financial condition emerges.	Organization maintains a multi-year “master” organizational budget, but still does not manage finances accordingly.	Financial planning is based on a “master” organizational budget and includes overall financial condition in long-term organizational planning and management.
	Control	Financial resources are mainly controlled by donors. Internal controls are weak.	Financial procedures are established, but still are not fully systematic.	Financial procedures are systematic and established to support operational management. Documented procedures facilitate ongoing controls.	Control is an internal management function. Organization does not perceive controls as being excessive.
	Reporting	Financial reports are incomplete and difficult to understand. Organization often needs to be prodded to produce them.	Financial reports are clearer but still incomplete. Reports are project-specific and usually submitted on timely basis.	Financial reports are clear and complete, even as portfolio becomes more complex. Formal reports are regularly used in operational management.	Reports and data system can quickly provide a sense of overall financial health. Reports are always timely, trusted, and available to the public.
	Audits	Audits are not performed.	External audits are only rarely performed.	External audits are performed frequently, but aperiodically.	External audits are performed with a regular, and appropriate, frequency.

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Financial Management	Separation of Accounts	Funds are not separated for different projects within the organization.	Project funds are separated only when required by donors.	Standard procedure is to avoid cross-project financing . All funds are separated, but occassional cross-project financing occurs.	All project funds are separated and adequate controls exist to avoid cross-project financing.
Financial Vulnerability	Funding Diversity	Financing comes from only one source.	Financing comes from multiple sources, but 70% or more from one source.	No single source of funding provides more than 60% of funding.	No single source provides more than 40% of funding.
	Local Resource Mobilization	Local resource mobilization (including goods and services) for operational income is untried or unsuccessful.	Local resource mobilization pursued on an <i>ad hoc</i> , basis.	Local resource mobilization strategy is operational	Local resource mobilization strateg is operational. X% of annual expenditures generated from local resources.
Financial Viability		Project funding is scarce and is dependent on local opportunities.	Funding is available to cover project activities, consistent with mission.	Funding is available for short-term costs. Medium-term funding strategies exist.	All projects, consistent with mission, have long-term funding plans and current funds are adequate to meet needs of management plan.
EXTERNAL RESOURCES					
<u>Aspect</u>	Component	Organization little known outside the range of its donors and direct beneficiaries.	Organization is known in its own community, but does little to promote its activities to general public and key decision-makers.	Organization has contact with key decision makers and has developed some lines of communication with public.	Organization and its work is well known to public and policy makers. Able to engage decision-makers in dialogue on policy. It has a supportive constituency, and commands respect outside that constituency.
Public Relations	Public Recognition				

Resources		CRITERIA FOR EACH PROGRESSIVE STAGE			
		Founding	Developing	Expanding/ Consolidating	Sustaining
Public Relations	Media Strategy	Organization makes little use of media, perhaps preferring to maintain a low profile. Occasionally, press will initiate encounters. No established mechanisms for communication.	Organization begins to seek out media exposure. Usually based on publicizing specific compartmentalized project events.	Organization able to gain access to media through formal and informal mechanisms. Exposure of organization to media frequent, but not yet strategic.	Organization uses its established media relationships for frequent and effective public communication. A media strategy exists and attempts are made to both make the organization known and to foster a broader public awareness in support of the Mission.
Member Orientation		Organization operates in centralized manner with little connection to membership.	Organization serves members based on perceptions/assessment, but without active constituency involvement.	Member input sought for key decisions. Organization and its efforts viewed by constituency as service provided to constituency.	Constituency integrated into organization's policies and practices.
Ability to work with central and local government		Viewed as "we", "they". Little communication. Tension is frequent between government and organization.	Relations are friendly. Collaboration occasionally occurs on specific tasks and projects.	Collaboration is frequent, usually on informal level. Relations are friendly, but still not as equal partners.	Formal and informal mechanisms exist for collaboration and are often used. Relations are as equal partners.
Ability to work with other NGOs.		Organization does not have experience working with other NGOs. Not known or trusted by NGO community.	Organization increasingly known and trusted by NGO community. Experience with collaboration based on project implementation requirements only.	Organization works with international or local NGOs, and participates in NGO networks and coalitions. Networks and coalitions are based on constituency needs.	Organization plays leadership role in promoting NGO coalitions based on constituencies' interests. Capable of helping to resolve NGO-NGO or NGO Govt conflict and of affecting policy on behalf of constituency

Appendix C: Institutional Strengthening Time Frame

KWA INSTITUTIONAL STRENGTHENING TIME FRAME

KWA TIME FRAME/1		Institutional Development Activities						
Resource Area/ Component	Result	Completion date Month 1 October	Completion date Month 2 November	Completion date Month 3 December	Completion date Month 4 January	Completion date Month 5 February	Completion date Month 6 March	Ongoing
Infrastructure development	KWA office equipped with appropriate office infrastructure	Purchase equipment						
Management Resources/Planning	Effective Planning Body established	Identification of active and competent members	Training Workshop required to increase Planning Capacity	Task Force to: Develop Strategy Structure Goals (short, medium and long term) Establish Review Mechanism Set Milestones	-Create Work Plan to achieve goals -Gain in-put from constituents			Review & evaluate progress
External Resources/Public Relations	Further establish & maintain strong public relations so as to foster a broader public awareness	Establish a public relations task force	Identify project opportunities. Plan a public relations strategy using formal & informal mechanisms - media, networking, KWA information package	Work shop on proposal writing	Initiate public relations strategy, commence proposal writing	Submit proposals Continue public relations exercise & media exposure of KWA follow up proposals		- Public relations strategy/ networking -Review & evaluate plans
Management of Human Resources/Training	Competency of staff members improved in core areas, management, accounting & fund raising increased	Review & revise job descriptions	Identify training needs of 10 members of staff conducting individual interviews	Evaluate training needs & tailor appropriate training material, establish training schedule and formal appraisal system	Initiate training – work shops	Implement skills learnt		On the job mentoring Trained staff cascade their skills to other staff members Staff appraisal (May)
Financial Resources	Set up & implement systematic financial procedures	-Review current financial system Financial -Managing finance workshop	Re-vamp KWA financial systems procedures	Implement financial procedures			External audit	

KWA INSTITUTIONAL STRENGTHENING RESOURCE REQUIREMENTS

Resources required	<u>External Manpower and Skills</u>						
Resource Area/ Component	Month 1 October	Month 2 November	Month 3 December	Month 4 January	Month 5 February	Month 6 March	Ongoing
Infrastructure Development	MSI & KWA						
Management of Resources/Planning	KWA	MSI	KWA & Mentor	KWA & Mentor			Mentoring
External Resources/Planning	KWA	KWA & MSI	Workshop (MSI)	KWA & Mentor	KWA		Mentoring
Management of Human Resources/Training	Mentor	KWA & Mentor	Mentor	Workshop (MSI) & Mentoring			Mentoring
Financial Resources/Financial Management	KWA & MSI Workshop (MSI)	KWA				External Auditor	Mentoring
Resources required	<u>Physical Resources</u>						
Resource Area/ Component	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Ongoing
Infrastructure Development	Building materials, office equipment						
Management of Resources/Planning	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials			Office facilities & Materials
External Resources/Public Relations	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials
Management of Human Resources/Training	Office facilities	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials	Office facilities & Materials		Office facilities & Materials
Financial Resources/Financial Management	Office facilities & Materials	Office facilities & Materials					Office facilities & Materials

Appendix D: Institutional Strengthening Proposal Format

Institutional Strengthening Plan Submission

ORGANIZATION: Kueyenodonya Woman's Association

Assessment details:

Assessment carried out 16th & 17th September at TNA Barry, Tankoro, Koidu Town, Kono, Sierra Leone

Participants in Assessment:

See attached report

Summary of Organizational Assessment Results:

- ◆ *Creation of an operational task force to develop long term plans.* It was unanimously agreed that improved planning in the future had to form an integral part of KWA's management of resources. Planning in the past has been ad hoc with little or no strategy. Strategic plans (short, medium and long term) that have monitoring and evaluation devices will give the necessary momentum to KWA for it to proactively gain public and donor recognition. Strong membership participation is a great attribute of KWA, this has to be maintained and incorporated in to the planning and where necessary strengthened as the organisation's networks are spread across the district.
- ◆ *Identify and implement a formal training program that focuses on core skills - management, accounting, computing and fund raising - to enhance staff capacity to perform their tasks more effectively.* It is evident that KWA staffs are highly motivated and willing to devote their time to the cause of the organization however the actual capability of the staff to perform their duties competently is being stymied by lack of training/coaching/mentoring.
- ◆ *Improving Financial Management.* KWA is a purely volunteer organization. It has no funds at the moment and has never had any ongoing funding, except to pay for the costs of extremely short-term activities. They are in a "Catch 22": they can not be effective without funding, but they cannot obtain funding if they do not have adequate financial management systems, and they lack funding to develop such systems.
- ◆ *Establish and maintain strong public relations so as to foster a broader public awareness in support of KWA's mission.* The public relations capacity of KWA needs to be maintained and existing resources need to be capitalised upon and used effectively in a strategic public relations exercise to help KWA gain more public recognition in Kono district, nationwide and amongst the donor community.
- ◆ *Infrastructure Development* KWA is in the process of building an office and a skills centre in Koidu Town funded by membership contributions. The rehabilitation of the building is in its early stages and shortage of funds is stymieing the progress. Added to which KWA has virtually no physical assets thus, it will need office equipment, furniture, access to transportation, and other materials to be effective.

A. Organizational Assessment Status and Targets

		<div> <div>Cell description for the current (baseline) Institutional development profile</div> <div>Institutional development targets (priorities)</div> </div>			
Resources		Founding	Developing	Expanding/ Consolidating	Sustaining
Aspect					
Oversight/ Vision	Board				
	Mission				
	Autonomy		☺		
Management of resources	Leadership style				
	Planning			☺	
	Participatory Management				
	Management Systems				
	Service Delivery				
	Member participation				☺
	M&E Systems				
Human Resources	Skills			☺	
	Strategy				
	Training			☺	
	Mentoring				
	Motivation				
	Org. Diversity				
Financial Resources	Financial Management			☺	
	Financial vulnerability				
	Financial Viability				
External Resources	Public relations				☺
	Member Orientation				
	Work with Cent & local Gov.			☺	
	Work with N.G.O.s			☺	

Institutional Strengthening Approach
Overall approach to Institutional Development

2. Tactics for institutional development, by Resource Area

Tactics for institutional development, by Resource Area

Resource Area /Component: **Infrastructure Development**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
KWA office equipped with appropriate office infrastructure	- Assistance with rehabilitation of the building - Purchase office equipment			October
		Labour, building materials, Office Equipment; computer, printer, stationary, flip chart stand, desks, chairs, shelves, filing cabinet, video camera, generator, Means of transport – motor bike/bike	KWA with assistance from MSI	
Totals:				

Resource Area /Component: **Management of Resources/Public Relations**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Effective planning body established & tasked	Identification of members			October
		Labour, Office facilities	KWA	
	Training work shop 'planning'	Training workshop on planning, Office facilities	MSI	November
	Planning task force develop short, medium & long term goals with review system and mile stones	Labour, Office facilities, Office materials; - stationary, computer, printer	KWA & MSI mentoring	December
	Create Work Plan to achieve goals	Office facilities, Office materials; - stationary, computer, printer	KWA & MSI mentoring	January
Totals:				

Resource Area /Component: **External Resources**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Further establish & maintain strong public relations so as to foster a broader public awareness	Establish a public relations task force			October
		Labour, Office facilities, Office materials; - stationary, computer, printer	KWA	
	-Identify project opportunities. -Plan a public relations strategy using formal & informal mechanisms - media, networking, KWA information package collated	Labour, Office facilities, Office materials; - stationary, computer, printer	KWA & MSI	November
	Work shop on proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	MSI	December
	Initiate public relations strategy, commence proposal writing	Labour, Office facilities, Office materials; - stationary, computer, printer	KWA & MSI mentoring for proposal writing aspect	January
	Submit & follow up proposals. Continue public relations exercise	Labour, Office facilities, Office materials; - stationary, computer, printer Transportation	KWA	February
Totals:				

Resource Area /Component: **Management of Human Resources**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Competency of 10 staff members increased in core areas; management, accounting, fund raising & computing	Review & revise job descriptions			October
		Labour Office facilities, Office materials; - stationary, computer, printer	KWA and MSI support	
	-Identify training needs of 10 members of staff conducting individual interviews -Evaluate training needs, tailor appropriate training, establish training schedule and formal appraisal system	Labour Office facilities, Office materials; - stationary, computer, printer	KWA and MSI	November
	Initiate training – work shops, on the job mentoring Staff appraisal	Office facilities	MSI	December
		Office facilities, office materials - stationary	KWA	June
Totals:				

Resource Area /Component: **Financial Resources**

Result	Institutional Development Activities	Resources Needed	Source	Completion date
Set up & implement systematic financial procedures	- Review current financial system - Financial management work shop	Labour, Office facilities; stationary, computer, printer, office space, training in financial management	KWA & M SI	October
	Re-vamp KWA financial systems procedures Implement procedures	Labour, office facilities; stationary, computer, printer, office space,	KWA & MSI Mentoring	November
	External audit of financial systems	Finance, office space	External auditor	March
Totals:				

Appendix E: Institutional Development Calculation Sheet

Kuyadondonya Woman's Association (KWA)

Institutional development calculation Sheet Sept 2004

Resource Aspect	Key Components	Sep-04		Comments
Board	Board's Role	2.00		Board identified and said to be actively involved in meetings but constitution did not identify role of board
	Active Board	4.00		
	Advancing the Organization	4.00		
	3.33			
Mission		4.00		Clear mission statement - which all participants knew & it was said that beyond the org people could relate with
	4.00			
Autonomy		1.50		World Vision funding 'unjust mining campaign - facilitator thought that this rating was an overestimation of capabilities
	1.50			
Leadership Style	Board	1.00		Main input from core members & those who have been in org for a longer period of time
	Staff	3.00		
	2.00			
Planning	Mission/Overview	4.00		Annual Plans are made in consultation with constituents
	Participation	4.00		
	Resource Implications	1.00		
	Work Plan as Tool	4.00		
	2.25			
Participatory Management	Appropriate Delegation	4.00		
	Transparent Decisions	4.00		Meetings held regularly once month coordinators in dif chiefdoms join
	Staff Participation	4.00		Maximum participation from all any decisions made have to be agreed on by all constituents
	Communication Flow	2.50		Informal channels - funds ltd, some coordinators illiterate
	2.63			
Management Systems	Personnel Systems	0.00		Not really in existence
	File Systems	4.00		Although not seen told that they are maintained & comprehensive
	Administrative Procedures	3.00		Admin manual & constitution understood as the same - constit has some procedures
	2.33			

Service Delivery		1.00		Donor experience 'unjust mining' not one of KWA's identified 'raison d'etres'
		1.00		
Member Participation		4.00		Members said to participate fully
		4.00		
M&E Systems	Integration into Decisions	2.00		Informal evaluations & feedback
	Member Feedback	2.00		
		2.00		
Staff Development	Skills	3.00		All staff positions filled with experienced 'staff'
	Strategy	3.00		
	Training	2.00		Mining cooperative training no other significant training recently
	Mentoring	2.00		
	Motivation	3.00		
	Organizational Diversity	3.00		constitution specifies that membership open to 'all women from all walks of life as long as they are Sierra leoneans' - membership not exclusive to women
		2.67		
Financial Management	Planning	1.00		No proper funds to 'budget' with
	Control	3.00		Treasurer described as being very 'honest'
	Reporting	2.00		
	Audits	1.00		Only internal audits
	Separation of Accounts	2.00		
		1.80		
Financial Vulnerability	Funding Diversity	1.00		Funding from membership fees & one grant from World Vision
	Local Resource Mobilization	3.00		
		2.00		
Financial Viability		1.00		Funding v scarce
		1.00		
Public Relations	Public Recognition	3.00		'Frequent radio broadcasts & influential people in KWA facilitator felt that scoring unrealistic
	Media Strategy	4.00		
		3.50		
Member Orientation		2.50		Consensus sought from constits on key decisions
		2.50		
Ability to work with central and local gov't		2.00		Little experience

	2.00		
Ability to work with other NGOs	2.00		Little experience - world vision, PDA
	2.00		
Total Placement	42.51		

Average Placement 2.361389

Summary of Average Placement Change, by Management Resource

Oversight/Vision 2.94 0.00

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Management 2.32 0.00

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Human Resources 2.67 0.00

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Financial 1.60 0.00

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External 2.50 0.00

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